



# FY18 Department Director Work and Performance Plan

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MANAGEMENT



## SECTION 1: DEPARTMENT KEY INITIATIVES

Key Initiative #1 – Bringing Mecklenburg County To You	
<b>Link to Strategic Business Plan:</b> Yes	
<b>Description:</b> “Bringing Mecklenburg County to You” Master Plan Project Implementation	
<b>Rationale:</b> The first phase of the “Bringing Mecklenburg County to You” program includes several key projects which support the Manager and Board’s strategic agenda. These projects include: <ol style="list-style-type: none"> <li>1. The relocation of <b>LUESA</b> from the Hal Marshall Center to Suttle Avenue, which will improve the experience for customers and employees while supporting the redevelopment of the North Tryon corridor (Project Complete).</li> <li>2. The relocation of <b>MEDIC</b> from over-utilized, leased facilities to a permanent home. This involves the adaptive re-use of a warehouse and distribution facility central to their service area.</li> <li>3. The vacant portion of the <b>Valerie C. Woodard Center</b> will be renovated, providing a home for the balance of staff from the Hal Marshall Center, the Tax Assessor and Tax Collector offices, and some functions of the consolidated Health and Human Services Agency. Some renovation will occur to support the work of creating new Community Resource Centers.</li> <li>4. The initial phase of work within the <b>Government District</b> will be initiated, with the relocation of a consolidated Finance Department as a focus along with renovations to and use of underutilized spaces.</li> </ol>	
<b>Completion Date:</b> Multi-year projects	
<b>Updates/Project Milestones:</b> <ul style="list-style-type: none"> <li>• November, 2017 – February, 2018: MEDIC Relocation: Construction – 100% complete in multiple phases, starting with Operations/Logistics Area in November, 2017 and ending with Administrative Offices in February 2018</li> <li>• September 30, 2017: Public Defender and CJS Renovations: Construction – 100% complete (Move-in will be delayed until February to keep other project moves from conflicting with CRC opening and to allow roof installation at 715 E. 4<sup>th</sup> Street (above CJS space) to finish before moving CJS staff.)</li> <li>• May 15, 2018: Woodard Renovation: New CRC Construction – 100% complete</li> <li>• June 30, 2018: Woodard Renovation: remaining portions – 55% complete</li> <li>• June 30, 2018: Finance Renovations - 80% complete</li> </ul>	
<b>Outcome/Measures:</b>  End of year reporting ONLY <ul style="list-style-type: none"> <li>• Brief statement on if the project addressed the issue it was intended to address. If so, how.</li> <li>• Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?</li> </ul>	



- Statement on whether or not performance metric goals were met.



## Key Initiative #2 – Establish and Implement a Long Term Plan for Fleet Maintenance

### Link to Strategic Business Plan:

Yes

**Description:** Prepare vehicle utilization reviews for each County department every three years

**Rationale:** A long term plan for fleet maintenance is complete and has entered a sustaining mode. After a consultant study determined “outsourced” vehicle maintenance was preferable to “in-house” maintenance, AFM prepared an RFP to test the private sector and government sector provider market. Through that process the City of Charlotte was selected to be the County’s maintenance provider for the next five years. With a maintenance provider selected, the focus now turns to fleet utilization.

**Completion Date:** varies

### Updates/Project Milestones:

1<sup>st</sup> Quarter: Health Department vehicle utilization study – 100% complete  
2<sup>nd</sup> Quarter: Community Support Services vehicle utilization study – 100% complete  
3<sup>rd</sup> Quarter: County Assessor’s Office vehicle utilization study – 100% complete

### Outcome/Measures:

End of year reporting ONLY

- Brief statement on if the project addressed the issue it was intended to address. If so, how.
- Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?
- Statement on whether or not performance metric goals were met.



### Key Initiative #3 – Enhance Security of County/Library Facilities

#### Link to Strategic Business Plan:

Yes

**Description:** Begin multi-year implementation of Enterprise Security Strategy that encompasses County/Library programs and facilities, including Park and Recreation (excludes Sheriff's Office). The Strategy will include implementation of Security Master Plan recommendations for County security policy, organizational structure, facility security guidelines, video surveillance & access control, contracted security services (security officers), cash transport, and emergency preparedness.

**Rationale:** Security consultant recommended placing management of security budgets and facility security under the direct control of Asset and Facility Management, potentially creating efficiencies and more consistent practices.

**Completion Date:** June 30, 2018

#### Updates/Project Milestones:

##### 1<sup>st</sup> Quarter:

- Hire integrator for new enterprise security system

##### 2<sup>nd</sup> Quarter:

- Hire new security operations manager (per consultant recommendations)
- Start design of new Security Operations Center (SOC)

##### 3<sup>rd</sup> Quarter:

- Complete design of new SOC
- Complete operational funding requirements for SOC and request in FY19 budget
- Complete transition plan for coordinating security for Park & Recreation
- Implement weapons screening at new Criminal Justice Services location (715 E. 4th)

##### 4th Quarter:

- Complete integration/installation of new enterprise security system
- Update Mecklenburg County Security Policy
- Implement weapons screening at Woodard Center CRC and Kuralt Center.

#### Outcome/Measures:

##### End of year reporting ONLY

- Brief statement on if the project addressed the issue it was intended to address. If so, how.
- Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?
- Statement on whether or not performance metric goals were met.



#### Key Initiative #4 – Reduce Mecklenburg County Energy Usage

**Link to Strategic Business Plan:**

Yes

**Description:** Develop a process and tool for establishing energy-performance targets for individual building systems (i.e. exterior envelope, lighting, HVAC, etc.) so that design professionals will have a specific “energy target” as they proceed through the design of new buildings and large renovation projects.

**Rationale:** The County needs a replicable tool and process to establish goals for energy savings for each professional trade discipline (architectural, electrical, hvac, etc.) for capital projects. This will provide more specific information to each design professional, as well as make each trade designer more accountable for overall energy savings.

**Completion Date:** June 30, 2018

**Updates/Project Milestones:****Outcome/Measures:**

End of year reporting ONLY

- Brief statement on if the project addressed the issue it was intended to address. If so, how.
- Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?
- Statement on whether or not performance metric goals were met.



## Key Initiative #5 -Capital Reserve and Deferred Maintenance Projects

### Link to Strategic Business Plan:

Partial

**Description:** Complete 50% of all new FY18 Capital Reserve projects by the end of FY18, and complete 75% of such projects by the end of 2nd Qtr., FY19. Complete remaining 25% of projects by the end of 4th Qtr., FY19 and in coordination with capital renovation project schedules in 5-year CIP. At least 94% of completed projects will be on schedule and within budget. (Initiative applies to only those projects managed by AFM. See list of Capital Reserve and Deferred Maintenance projects that will be ACTIVE in FY18 below).

**Rationale:** The annual Capital Reserve project completion cycle is a rolling 24-month period with the addition of the Deferred Maintenance funding. Completion of some of the projects is typically deferred to align with funded capital projects, so the repair work can coincide with renovation work, using the funding more effectively.

**Completion Date:** June 30, 2018 for 50% of projects, December 31, 2017 for an additional 25% of projects, with the completion date for the remaining 25% by the end of FY19.

### Updates/Project Milestones:

1st Quarter % of projects complete	5
2nd Quarter % of projects complete	15
3rd Quarter % of projects complete	30
4th Quarter % of projects complete	50

### Outcome/Measures:

End of year reporting ONLY

- Brief statement on if the project addressed the issue it was intended to address. If so, how.
- Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?
- Statement on whether or not performance metric goals were met.



**FY 18 Active Capital Reserve Projects (Prior Year Approved)**

<b>Count</b>	<b>Project</b>	<b>Budget</b>
1	New Courthouse - Upgrade Security Systems	\$125,000
2	New Courthouse - Upgrade Lighting Controls	\$110,000
3	New Courthouse - Upgrade Exhaust Controls	\$50,000
4	WRRC-Rebuild Retaining Wall	\$110,000
5	Ray's Splash Planet-Replace HVAC	\$950,000
6	Amay James Rec Center Annex - Replace Roof	\$250,000
7	Grady Cole Center - Replace HVAC	\$900,000
8	Former Civil Courthouse - Replace Air Handlers	\$450,000
9	WRRC - Replace HVAC and Controls	\$400,000
10	Jail Central - Carpet Replacement	\$50,000
11	WRRC- Carpet Replacement	\$50,000
12	Northwest Health Clinic - Re-pave Parking Lot	\$180,000
13	2145 Suttle Avenue - Repave Parking Lot	\$180,000
14	SHF - Jail North Roof Repairs	\$250,000
15	SHF - Jail Central Roof Repairs	\$750,000
16	Jail North Paving	\$95,000
17	Ray's Splash Planet - Replace Flat Roof	\$325,000
18	Former Civil Courthouse - Modernize Elevators	\$175,000
19	Judge Johnson Building - Modernize Elevators	\$575,000
20	New Courthouse - Modernize Elevators	\$235,000
21	Medical Examiner - Waterproof Mezzanine	\$120,000
22	New Courthouse - Upgrade Control System	\$75,000
23	Various Library Locations - ADA Implementation	\$275,000
24	Historic Courthouse - Repair Concrete	\$900,000
25	Jail Central - Plumbing (Heat Tape)	\$75,000
26	Mcdowell Deck & 4th Street Deck - Security	\$145,000
27	Jail Central (Plumbing) (HW Mixing Valves)	\$110,000
28	Jail Central (Domestic Water Pumps)	\$85,000
29	Renovated Intake - Replace Roof (715 E. 4 <sup>th</sup> St.)	\$2,350,000
30	Sugar Creek Library - Replace HVAC	\$513,000
31	Jail Central - Replace Steam Boilers	\$225,000
32	St. Mary's - Water Infiltration Repairs	\$65,000
33	Jail Central - Replace Sewage Ejector Pump	\$150,000
34	Jail Central (Replace Water Heaters) 2016CR - Chillers	\$225,000
35	Mahlon Adams - Replace HVAC	\$145,000
36	Spratt A - Paint	\$25,000
37	New Courthouse - Repair Exterior Stucco	\$85,000
38	Arbor Glen Outreach Center (Waterproof)	\$75,000





39	Jail Central (Renovate Showers in Units)	\$535,000
40	Main Library - Repair Roof	\$125,000
41	Beatties Ford Library - Caulk and Seal	\$95,000
42	New Courthouse - Repair Main Doors	\$545,000
43	Independence Library - Re-paint	\$45,000
44	New Courthouse - Paint and Carpet	\$130,000
45	Matthews Library - Re-paint	\$25,000
46	Grady Cole Center - Restroom Renovations	\$135,000
47	Valerie C. Woodard Center - Sunscreen Painting	\$150,000
48	AOB - Hwy 16 Warehouse - Windows and Insulation	\$300,000
49	Medical Examiner / Reno Avenue Vacant Property - New Fence	\$130,000
50	Jail Central – Install New Security Enclosures for Showers	\$135,000
51	Jail North - Renovate Showers	\$350,000
52	Jail North: Slider Upgrade (A, R, B Bldgs.)	\$675,000
53	Jail North: Slider Upgrade (Main Bldg.)	\$60,000
54	Jail Central: Slider Retrofit	\$475,000
55	New Courthouse - Drug Lab Renovation	\$125,000
56	Various Libraries - ADA Implementation	\$250,000
57	New Courthouse - Suite 3420- Counter Modifications	\$60,000
58	Charlotte East - CSE Reconfiguration for New Employees	\$75,000
		\$16,273,000

FY 18 Active Capital Reserve Projects (FY18 Approved)		
Count	Project	Budget
1	Upgrade County-wide Access Control Systems	\$800,000
2	MEDIC Post 53 - Roof Replacement	\$35,000
3	Install Cameras - Various Park Facilities	\$250,000
4	Crisis Assistance - Spratt A - Replace Lower Roof	\$525,000
5	Former Civil Courthouse - Repair Roof Drain Leader on Site	\$95,000
6	Latta Nature Center - Replace HVAC Units and Add Controls	\$110,000
7	MEDIC Post 50 - Replace Generator	\$40,000
8	MEDIC Post 70 - Install Generator	\$75,000
9	4th Street Deck Site - Repair Pavers	\$150,000
10	4th Street Deck - Replace Fire Control Panels	\$75,000
11	New Courthouse - Repair Holding Cells	\$95,000
12	Aquatic Center - Replace Generator	\$180,000
13	Ray's Splash Planet - Re-plaster the Pool and Re-coat the Columns	\$175,000
14	Various Rec Centers - Demolition	\$250,000
15	Recreation Centers - Upgrade Fire Alarms	\$360,000



16	Libraries - Upgrade Fire Alarms	\$360,000
17	2145 Suttle Ave - Seal Windows	\$500,000
18	2145 Suttle Ave - Level Exterior Pavers	\$80,000
19	Woodard Center - Replace Generator	\$200,000
20	WTVI - Re-paint Tower	\$175,000
21	Judge Johnson Bldg. - Repair Exterior Stairs	\$45,000
22	Fleet - Repair Vehicle Lifts	\$300,000
23	New Courthouse - Repair Woodwork	\$125,000
24	Sugaw Recreation Center - Install HVAC in Gym	\$225,000
25	Bette Rea Thomas - Gym Floor Replacement	\$150,000
26	Methodist Home Rec Ctr. - Gym Floor Replacement	\$150,000
27	Update 2014 Building Assessment	\$400,000
28	Marion Diehl - Install HVAC in Gym	\$225,000
29	Naomi Drenan Rec Center - Replace Gym Floor	\$150,000
30	New Courthouse - Caulk and Seal	\$950,000
31	Grady Cole - Repair Main Electrical Room	\$1,050,000
32	McDowell Deck - Repair Concrete	\$280,000
33	Albemarle Road Rec Center - Replace Gym Floor	\$150,000
34	Historic Courthouse - Repair Concrete Sidewalk	\$125,000
35	Mint Hill Library - Repair Concrete Sidewalk	\$65,000
36	YFS - 5800 Executive Drive - Provide New Workspace and Cubicles	\$175,000
37	Plaza Midwood Library - Staff/Manager Office Improvements	\$150,000
38	University City Library - Re-configure Service Desk and Staff Office	\$75,000
39	McDowell Nature Center Renovations	\$110,000
40	Provide Automatic Doors at 3 Libraries	\$65,000
41	New Exterior Signs at 4 Libraries	\$110,000
42	Hickory Grove Library - Re-Paint	\$50,000
43	Various Recreation Center/Indoor Shelter Flooring Replacement	\$215,000
44	Various Recreation Center/Indoor Shelter Re-Paint	\$125,000
45	Elon Rec Center, Southview Rec Center – Flooring Replacement	\$150,000
46	Suttle Ave - LUESA - Replace Carpet	\$80,000
47	Mountain Island Library - Re-paint	\$25,000
48	New Courthouse - Re-paint and carpet	\$150,000
49	Various Recreation Centers – Parking Lot Repairs	\$110,000
50	4th Street Deck - Re-stripe Paving	\$90,000
51	McDowell Nature Preserve - Repair Road to the Nature Center	\$200,000
		\$10,800,000
109		\$27,073,000



## Key Initiative #6 – Capital Construction Projects

### Link to Strategic Business Plan:

Partial

**Description:** Capital construction projects to be substantially complete in FY18 (see attached list)

**Rationale:** The County has a five-year capital improvement plan that includes multiple capital construction projects for Government Facilities, Park & Recreation, and the Charlotte Mecklenburg Library.

**Completion Date:** varies

**Updates/Project Milestones:** varies

### Outcome/Measures:

End of year reporting ONLY

- Brief statement on if the project addressed the issue it was intended to address. If so, how.
- Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?
- Statement on whether or not performance metric goals were met.

## FY 18 Capital Construction Projects to be substantially completed

Count	Project	Budget	Completion
<b>Government Facilities</b>			
1	Board of Elections Office Renovation	\$4,613,000	Jan. 2018
2	Criminal Justice Services Renovation (715 E. 4 <sup>th</sup> Street)	\$2,139,000	Oct. 2017
3	Public Defenders Office (CCOB Renovation)	\$8,252,000	Oct. 2017
4	MEDIC Relocation	\$50,962,000	Jan. 2018
5	Valerie C. Woodard Center Renovation (CRC Only)	\$80,611,000	May 2018
<b>Park and Recreation Facilities</b>			
6	3 <sup>rd</sup> Street Linear Park @ Romare Bearden	\$2,500,000	Oct. 2017
7	Abersham/Fisher Farm /Allison Farm Regional Park	\$2,595,000	March 2018
8	Bradford Regional Park (new sports fields & lighting)	\$3,100,000	Feb. 2018
9	Briar Creek Greenway – Randolph Rd. to Meadowbrook Lane	\$2,440,000	June 2018
10	Campbell Creek Greenway	\$1,300,000	Sept. 2017
11	Cordelia Park Shelter	\$1,295,000	April 2018
12	Evergreen Nature Preserve	\$680,000	Sept. 2017
13	Gateway Regional Park /ISWA Nature Preserve	\$408,000	Nov. 2017
14	Jetton Regional Park Shelters	\$1,100,000	Oct. 2017
15	Linda Lake Neighborhood Park	\$600,000	June 2018



16	LSC Greenway - Tyvola to Huntingtowne Farms Park		May 2018
17	Second Ward Gym Renovation	\$2,500,000	Oct. 2017
18	Southview Community Park	\$3,390,000	Sept. 2017
19	Winget Regional Park – Phase II Development	\$2,851,000	Jan. 2018
<b>Library Facilities</b>			
20	Morrison Regional Library Renovation	\$8,800,000	Nov. 2017